

SECRET

CENTRAL INTELLIGENCE AGENCY

PHOTOGRAPHIC INTELLIGENCE CENTER

PHOTOGRAPHIC
ANALYSIS
DIVISION

*Under
Revision*

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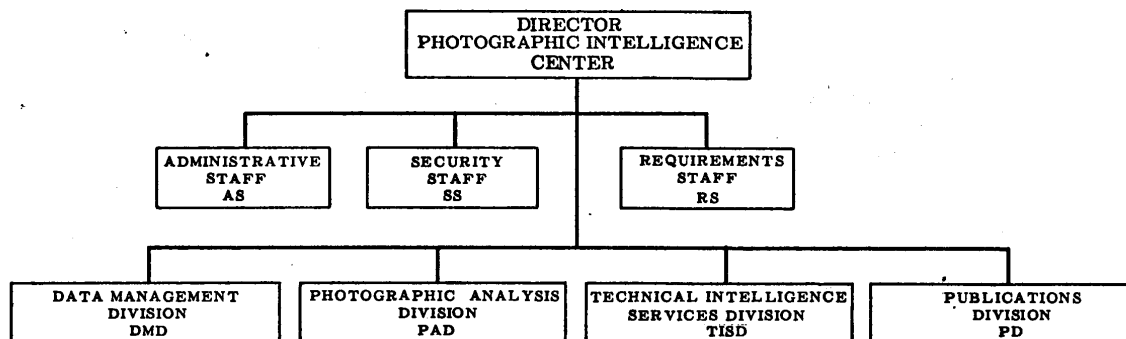
January 1961

**PHOTOGRAPHIC ANALYSIS DIVISION
CIA/PIC/PAD**

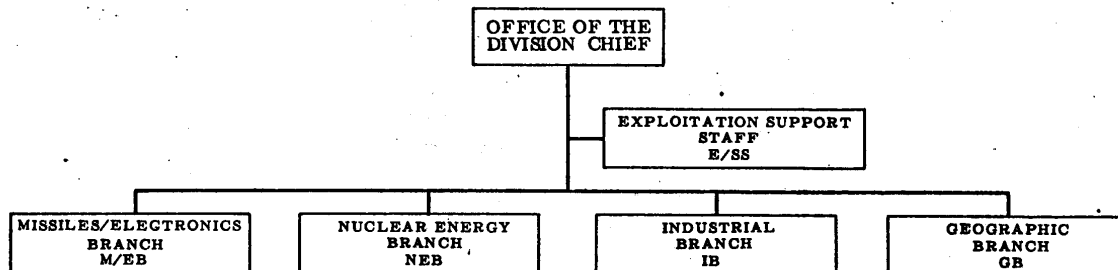
This pamphlet is designed primarily to familiarize you with the organization of PIC and your assignment in the Photographic Analysis Division.

Your job is to give maximum support to the Director/PIC who is charged with "producing photographic intelligence and providing photographic intelligence services in support of the Central Intelligence Agency and the Intelligence Community."

CIA/PIC is organized as follows*:



Your division, known as the Photographic Analysis Division is organized as follows:



*See PIC Regulation No 1-130 for more detail.

SECRET

SECRET

CIA/PIC/PAD

January 1961

For a breakdown of missions and functions for the division, staff, and branches ask your immediate supervisor to show you PIC Regulation No 1-130 dated 5 August 1960, pages 10-14.

The Photographic Analysis Division has four categories of jobs with the major category known as Intelligence Officer - Photographic Analysis General 10 (PAG). Other categories include Photographic Specialist, Secretary/Stenographer, and Clerk/Typist.

You will find that your work in PAD will require personal contacts and the development of good working relations with many people within PIC, the Agency, and with numerous groups throughout the Intelligence Community. You will find it convenient and rewarding to develop and keep a record of personnel you contact, listing their positions, buildings and room numbers, and telephones.

Even with all the Security clearances you now have do not assume that you have them all. Within the Center and even within PAD you may find that periodically you will be restricted from certain areas. Don't feel discriminated against - restricted areas serve a definite function and when you have a "need to know" you will be admitted to such areas.

Your work with PAD will encompass the following:

1. Primarily, substantive work for the production of intelligence published as informal memoranda, briefs, special studies, detailed reports, or material for a conference or consultants session.
2. General unofficial handyman work varying from chaperoning the char force on clean-up nights to actually pushing a broom or vacuum cleaner yourself.

Let us explain. Security of the type required for our work imposes many restrictions other than safeguarding control of material and information. PAD is a relatively large area utilized by forty to one hundred people daily; yet, the area is cleaned only once a week. We require that you police your own area - ash trays, coke bottles, etc. Don't expect someone else to clean up after you. During certain flap periods rearrangement of some areas may be required and time may not permit obtaining a work party. You will be asked to help move tables, chairs, equipment, etc.

- 2 -

SECRET

SECRET

CIA/PIC/PAD

January 1961

On the other hand, PAD is privileged to work with technical consultants from many walks of life including personnel you may frequently read about in your daily newspaper. Meetings with these consultants may last only a day, however, others have lasted as long as four to five weeks. You will be asked to assist in room arrangement, cleanup, serving as escort, etc. But let's take a look at the other side of the coin. Every person in PAD is a key man. PAD needs the team work of each person. For example, as an Intelligence Officer (PAG) you will perform substantive PI work whether GS-07 or GS-14. You will be required to develop not only your PI capabilities but your writing and speaking talents as well. Every man is expected not only to present his findings in writing but also to be able to participate in and/or serve as chairman of conferences and consultant briefings. In every case, you are not only representing your branch, staff, or division, but you are the personal emissary of the Director. As such you are governed by only three restrictions:

1. Your own ability as a PI, a writer, and a speaker.
2. Your own maturity in weighing your statements knowing that what you say may play a critical role in higher echelons involving national estimates and national security.
3. Your understanding that we as intelligence officers do not commit the Center or Agency policywise - but are ourselves governed by established policy.

You should understand then that your development and performance as a member of PAD is not only of the utmost importance to you but also to your division and the Center. Not only are you evaluated internally within PAD but also from many sources outside of the division. The PIC Career Service Board is the primary body for formal action on recommendations from your supervisors. This Board, chaired by the Deputy Director of the Center, includes as members Center division and staff chiefs.* Your branch or staff chief makes out your fitness reports and recommends your promotion for consideration by your division chief and deputy chief. If approved by the

*See PIC Regulation No 20-110, 1 August 1960

- 3 -

SECRET

SECRET

CIA/PIC/PAD

January 1961

division office such personnel actions are then forwarded to the Career Service Board. This Board in turn discusses such recommendations and votes to forward or not to forward your promotion action to the Director recommending his approval.

The Photographic Intelligence Center also includes liaison groups from the Army and Navy housed within the Steuart Building, and periodically Air Force personnel are on board for short periods. In addition to regular CIA projects, PAD personnel work jointly with these Service personnel in producing for the Intelligence Community, joint studies of the highest priority intelligence. Whether you chair a joint project or participate as a joint team member, your performance is under scrutiny by others besides PAD or CIA/PIC personnel. You are not expected to be a "Mr. Milquetoast" in order to get along with others, but at times diplomacy is a desirable attribute. We do, however, require that you develop your capabilities, and have the courage of your convictions but, above all, keep an open mind. In our work our job is to produce the best and most accurate intelligence possible from photography. The other fellow's ideas may lead to the right answer - hear him out! No one individual has the inside story all the time.

Within the Center you have an excellent and diversified support team with which to work and to ask for assistance. Consult your branch or staff chief for help as needed either in solving a substantive problem or one of a more personal nature. Do not hesitate to ask the assistance of your fellow workers in the division. The PIC team is ready, willing, and able to support you in any way whether your requirement is for collateral material, special photographic reproduction, maps, mensuration, comparative photography, editorial assistance, graphics preparation, travel arrangements, etc.

You have been exposed to many rules, regulations, notices, and directives. It is not the intent to restate all such guidance in this pamphlet. However, to assist you in fulfilling your role in PAD here is a brief list of do's and don'ts:

DO's

1. Be Security conscious (at all times, at work and away from work)! Familiarize yourself with the security manuals for each security clearance you have received.

- 4 -

SECRET

SECRET

CIA/PIC/PAD

January 1961

DO's

2. Know, or ascertain, the security clearances held by each person with whom you talk (Security Office - Extension 25X1
3. For anticipated leave submit your leave chit in advance to your branch or staff chief.
4. For emergency annual or sick leave, or for leave extension, call your immediate supervisor by 0900 of the first day of such leave.
5. Familiarize yourself with PIC Regulations, Notices, etc., and with the many forms used within PIC having to do with such things as security checkout, photo orders, mensuration requests, preparation of graphics, preparation of briefs, etc.
6. In preparing copy for typing, etc., write or print legibly in order to expedite the typist's work and to save you time serving as an interpreter.
7. Treat equipment with respect by proper handling, cleaning, storage, covering, etc.
8. Work as a member of a team, not as a free-lance writer or chautaugua artist.
9. Keep your immediate supervisor informed and look to him for guidance. In turn, your supervisor carries the same responsibility to you in passing on information and directing your work.
10. Produce the best intelligence of which you are capable, and continue to develop your capabilities.
11. Shoulder your responsibilities whether in regard to security, quality of intelligence, or general all-around performance, bearing in mind that increased responsibilities go with increases in grade.

DONT's

1. Don't expect immediate support if you fail to anticipate need and request support at the last minute.

- 5 -

SECRET

SECRET

CIA/PIC/PAD

January 1961

DONT'S

2. Don't try to do everything yourself - learn the support structure and request assistance and work from those best prepared to give it.

3. Don't charge off on a project half prepared or without a clear understanding of the basic requirement. Don't hesitate to seek assistance from your supervisor or to consult the individual who submitted the requirement.

4. Don't alter travel requests after the request has been submitted. If leave is desired in conjunction with official travel include all such data at time of initial request.

5. Don't leave the building or division without leaving word where you may be contacted.

6. Don't overlook or minimize the importance of your job - do your best. You build your own reputation; what kind do you want?

The following references are listed for your information and guidance:

1. Publication Division Interim Style Sheets
Instructions for preparing material for publication.
2. PIC Memorandum of Agreement dated 18 February 1960
Instructions for release of Joint Work Products and Materials.
3. PIC Memorandum of Agreement
Instruction for initiation of Joint Briefs.
4. PIC Regulation 51-105 dated 5 January 1960
Assignment and Coordination of PIC Projects.
5. PIC Regulation 51-550 dated 30 January 1959
Standardization of PIC Report Size and Format.
6. PIC Regulation 1-130 dated 5 August 1960
Organization and Functions of the Photographic Intelligence Center.

- 6 -

SECRET

SECRET

CIA/PIC/PAD

January 1961

7. PIC Notice 1-100-2 dated 9 October 1959
Establishment of the Technical Development Board
and the Technical Development Services Staff.
8. PIC Regulation 20-110 dated 1 August 1960
Photographic Intelligence Career Service Board.
9. PIC Notice 45-270-4 dated 10 March 1960
Removal of Property from the Steuart Building.
10. PIC Notice 40-200-1 dated 16 December 1960
Resident Instrument Maintenance Engineer.
11. PIC Notice 40-140-1 dated 22 July 1959
Request for Reproduction Services.
12. PIC Notice 25-410-1 dated 15 November 1960
External Training.

- 7 -

SECRET

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Participants:

[redacted] CIA/OCI
 [redacted] CIA/NPIC/PAD
 Capt. Z. Meixner, Army Liaison
 Mr. J. L. Sullivan, Navy Liaison

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Place:

Small conference room - 5th floor

Time:

28 March 1961, 1415-1630

Purpose of Meeting: Exchange of Information Concerning Missile Activity in East Germany.

The above named participants from CIA/NPIC, Army and Navy are members of a Joint PI Team currently preparing reports on missile activity in East Germany.

On 14 March 1961 the Joint Team briefed [redacted] on the East German Missile situation. [redacted] is the coordinator for all missile estimates handled on the ONE (Office of National Estimates) staff. Upon completion of the briefing [redacted] recommended that similar briefings be given to several people who are currently engaged in preparing reports using other sources of information on the same East German development.

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On 28 March 1961, [redacted] one of the analysts recommended by [redacted] received the East German briefing. [redacted] is an analyst in the Military Branch of OCI. He is concerned with information related to the development and deployment of all defensive military activity in East Germany.

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The meeting was conducted in an informal manner which was conducive for an interesting exchange of ideas and information. The meeting began with a Joint Team presentation of the situation as it has developed through the analysis of available aerial and ground photography (although analysis of other source material is also considered in preparation of reports by the Joint Team, and in order to eliminate any unnecessary repetition, only the sites confirmed by photography were considered in this phase of the presentation). A group discussion period followed the Joint Team presentation.

[redacted] brought numerous collateral reports to the meeting to provide background support. These did not contribute any new information to the analysts on the joint team. It was noted that several briefs prepared by the team were among the reports. [redacted] commented that personnel in his office referred to the briefs frequently in their daily work. When queried, he expressed his personal opinion that all of the information contained in the briefs is useful and specifically mentioned that the graphic portrayals of the varied site configurations were helpful.

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SECRET

SECRET

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The exchange of information at these meetings was mutually beneficial. [redacted] and [redacted] showed considerable interest in the photography covering the probable missile related installations in East Germany. However, none of the unidentified missile-related installations currently being analyzed by the Joint Team were identified at either of these meetings, nor has any of the information which was exchanged resulted in producing additional sites. The probability still remains that identification will be accomplished when equipment or hardware relative to a certain operation is observed at the various sites on photography.

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In general, all of the findings and theories of the analysts on the Joint Team concerning the sites in question in East Germany were substantiated by these two gentlemen.

SECRET

SECRET

CIA DEPARTMENT (DPIC)

CIA/PAD(DPIC) MEMO
No. 2-61

OPERATIONS
14 September 1961

REFERENCE: PAS Memorandum of 13 September 1961, "Guidelines for Reporting Analysts Time Accomplished on National P. I. Projects"

1. Effective immediately, all CIA/PAD(DPIC) personnel will submit weekly time sheets on National Projects to the Office-of-the-Chief, CIA/PAD(DPIC). Time charged against National Projects will conform to that set forth in paragraph one of the above referenced memorandum.
2. Information will be submitted on DPIC form DPIC-FI-31(9-61) and will include a list of all National Projects assigned to the individual analyst whether work was accomplished or not. Projects being chaired by the analyst will be so indicated by asterisk.
3. Completed time sheets are due on Friday at COB unless Saturday work is contemplated. If Saturday is a work day, the time sheets should reach the Office-of-the-Chief no later than the following Monday at 0930.

Chief, CIA/PAD(DPIC)

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SECRET

13 April 1961

PHOTO ANALYSIS TO DIRECTOR'S OFFICE

Responsible to D/NPIC for:

1. Providing overall support to Photo Analysis Production Group.
2. Provide for centralized control of all PARG work materials.
3. Maintain status reports on all photo analysis projects in work in PARG.
4. Provide support to the Office of the Director and Ops. Board as required.

Functions:

1. For immediate reporting and indexing projects, provide work operating procedures, support and guidance.
2. Provide for centralized control and movement of working materials.
3. Coordinates work requests with NPIC supporting components.
4. Provide for and administer NPIC photo analysis facilities and equipment (status boards, equipment maintenance, working space assignments, working materials storage, etc.).
5. Furnish typing support.
6. Provide facilities, equipment and support to special intelligence groups meeting as required.
7. Provide for area security.

SECRET

SECRET

15 April 1971

PHOTO ANALYSIS PRODUCTION GROUP

Responsible to D/DPIC and Ops. Board for:

1. The substantive intelligence content and timely production of External Photo Interpretation reports.
2. Administrative and supervisory direction of assigned personnel.

Functions:

1. Production of EPIC studies, reports, etc.
2. Preparation and delivery of required briefings; assistance with special intelligence groups working in the building.
3. Advise D/DPIC and Ops. Board of substantive content and pertinent details of project findings.

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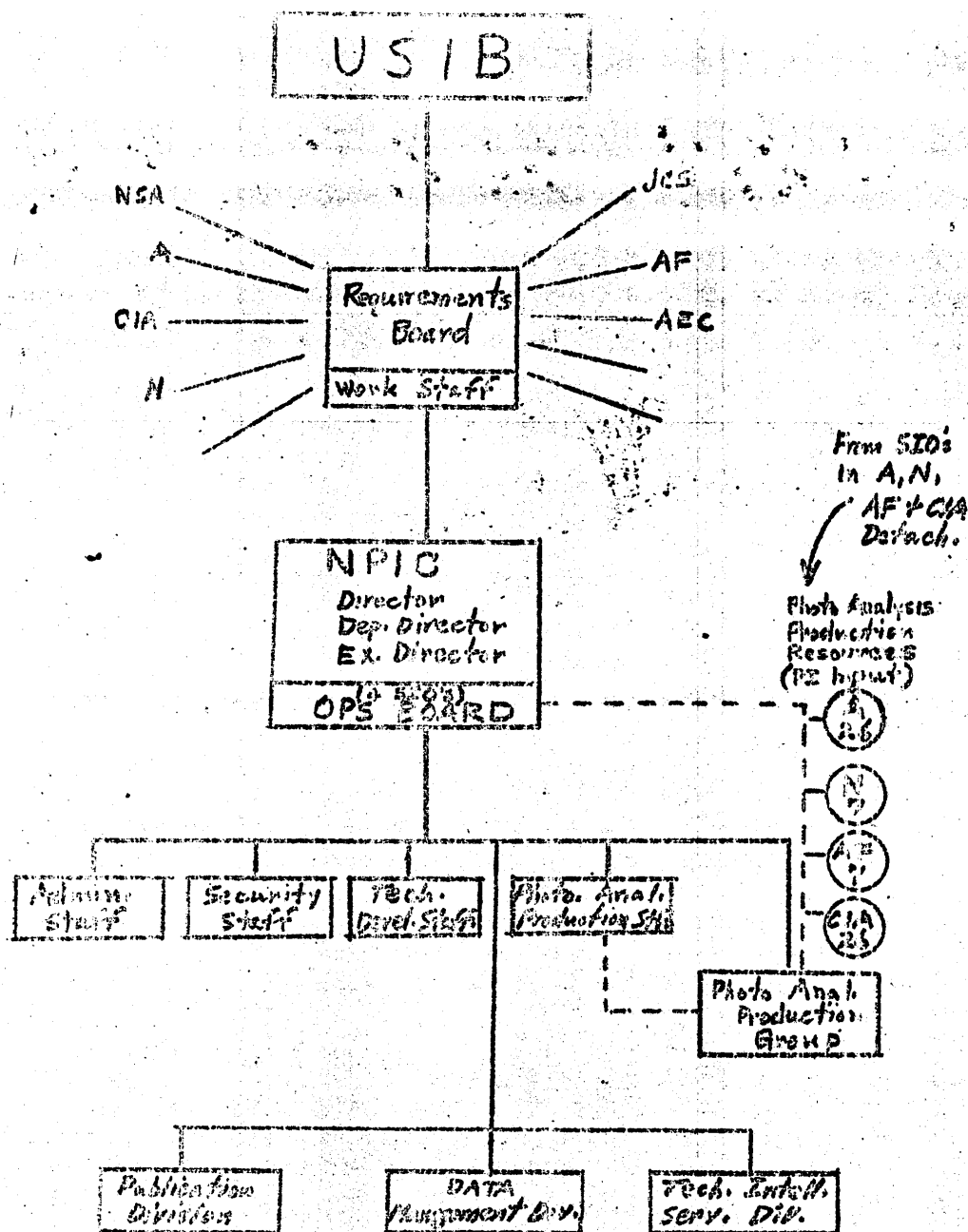
Requirements will be submitted to the Director, NPIC, through the Requirements Board.

It is anticipated that working procedures will provide for the processed requirement to be passed from the Requirements Staff to the Photo Analysis Production Staff for submission to the Exec. Director and Ops. Board. The Ops. Board action is one of converting the requirement into a project by establishing a team of qualified workers to accomplish the demands of the requirement and appointing a working chairman. The project is then consigned to the PAPS to be placed in the work schedule.

When the Team working space is assigned, the team chairman is notified by the Chief, PAPS. During the time the project is in work in PAPG, working support for the team is furnished by the Staff upon call by the project chairman. Substantive guidance is furnished by senior service/agency representatives within the PAPG. Administrative matters and supervisory direction to team members is also furnished by the senior PAPG representatives. Progress status is recorded by the Staff in support of photo analysis direction, and forwarded to Req. Staff.

When the project is complete, ie, final draft form, it is presented to the Ops. Board for approval. Approved reports in final form are then submitted to the O/D, NPIC, for final release and dissemination.

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PHOTOGRAPHIC ANALYSIS PRODUCTION GROUP

Responsibilities

1. Afford photographic analysis production status boards and/or reports for Photographic Analysis Production Group.
2. Provide overall support to the Photographic Analysis Production Group.
3. Provide control of work materials.

Functions

1. Operate typing pool.
2. Coordinate work requests.
3. Provide facilities and equipment (status boards, moving, maintenance, equipment, logistic, storage and working space, etc.)
4. Provide area security.
5. Provide work operating procedures, forms, etc.
6. Provide facilities, equipment and support to special intelligence groups working in the building.

Composition (Joint)

- 1 - Chief
- 1 - Assistant Chief
- 5 - Typists
- 1 - Equipment man
- 4 - Indians (Non-PI: GS 5 - 6 - 7 or service equivalent)

PHOTOGRAPHIC ANALYSIS PRODUCTION GROUP

Responsibilities

1. Responsibility to D/NPIC and individual SIO's for intelligence content and timely production of NPIR's.
2. Assignment of individual service or agency PI's to NPI teams in accordance with desires of SIO's.
3. Administrative control (for SIO's) of service or agency PI's.

Functions

1. Production of NPI studies, reports, etc.
2. Preparation and delivery of required briefings; assistance with special intelligence groups working in the building.

Composition (Joint)

- | | |
|----------|---------------------|
| 1 - Army | - Military/Civilian |
| 1 - Navy | - Military/Civilian |
| 1 - AF | - Major |
| 1 - CIA | - GS-7 |

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